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ABSTRACT

The Associated Consultants in Education were hired by Florida Junior College to help determine how the college could meet the needs of its students and to devise an organizational structure that would help achieve its goals. Five vice-presidencies (Instructional Services, Administrative and Business Affairs, Student Services, Planning and Development, and Assistant to the President) and two Campus Provosts were recommended to fill the second-line administrative structure. The duties and staff of the Planning and Development Division are here described in detail and its operational procedure presented in a chart that shows: (1) planning needs determined; (2) study project designed (including objectives); (3) study project approved (by President's staff); (4) study project conducted; (5) change proposal(s) developed; (6) change proposal(s) approved (or alternatives selected, or change disapproved, terminated, or sent back for re-planning or re-study); (7) change decision(s) implemented; (8) change decision(s) evaluated. After evaluation, minor modifications can be made or the whole proposal sent back for re-study. A model of this procedure in action is shown, with appropriate feedback and cut-off points. (HH)

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PLANNING AND DEVELOPMENT

OPERATIONAL PROCEDURES

Florida Junior College at Jacksonville

Jacksonville, Florida

Benjamin R. Wygal

September, 1969

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UNIVERSITY OF CALIF.
LOS ANGELES

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CLEARINGHOUSE FOR
JUNIOR COLLEGE
INFORMATION

ORGANIZATION OF THE DIVISION OF PLANNING AND DEVELOPMENT

The services of the Associated Consultants in Education, Incorporated of Tallahassee, Florida (an educational consulting firm) were employed by Florida Junior College to assist in determining the direction in which the College should go in order to meet the needs of the students in the community, as well as, to devise an organizational and administrative structure that would facilitate the accomplishment of educational goals for the junior college. The Associated Consultants in Education's report was submitted to the Board of Trustees and was approved by that body in the Spring of 1969. The Administration of the College was charged with implementing the new organizational and administrative structure on July 1, 1969.

The ACE Report as adopted by the Board of Trustees recommended that the following four divisions be represented by vice presidents: (1) Instructional Services, (2) Administrative and Business Affairs, (3) Student Services and (4) Planning and Development. Also, the position of Assistant to the President was upgraded to a vice presidency. The creation of positions for two (2) Campus Provosts completed the second-line administrative structure. The functions of each of these divisions were described by the ACE Report. The following is a

brief description of the functions of the Division of Planning and Development:

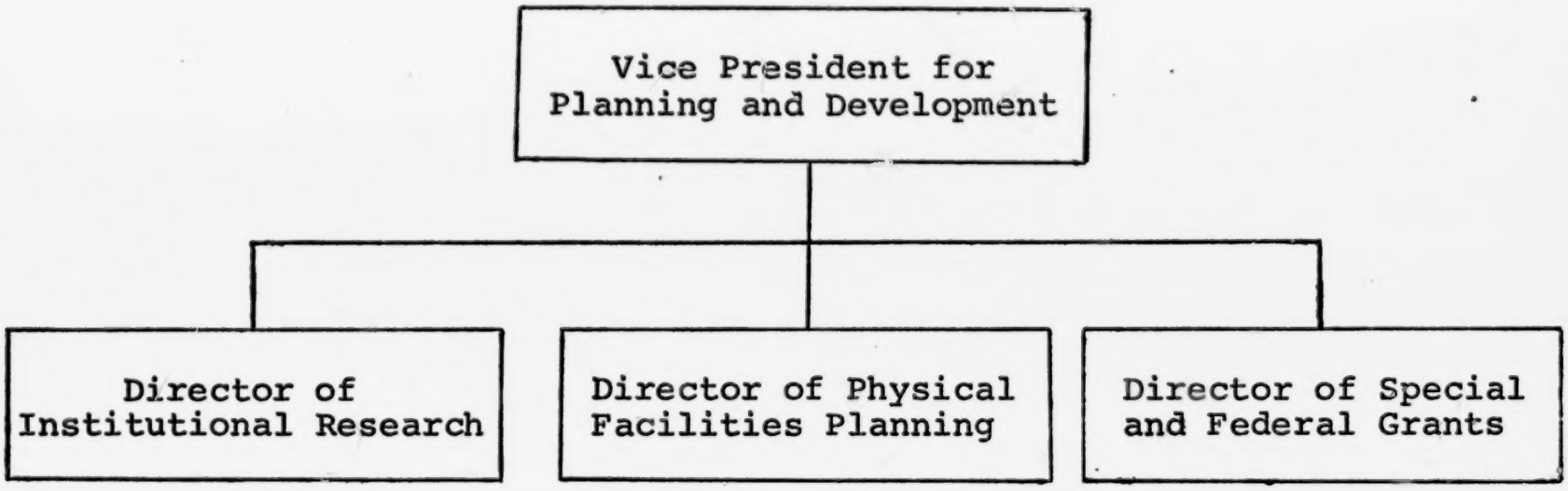
> A principal component of this complex of functions is concerned with the identification and assessment of educational needs which exist or are developing in the community. This concern extends to making preliminary estimates concerning the type and level of resources which would be required in programs to meet those needs.
>
> Priorities for program development and for institutional development must be formulated. When decisions have been made for the development of a new program, it becomes necessary to plan the program and the services which it entails, to identify the staff requirements for the implementation of the program, to determine its fiscal requirements, and to plan the development of physical facilities which are needed to house the program.
>
> Another essential component of this function is concerned with institutional research. This involves information relative to the operation of the institution as well as information on which evaluative judgments can be made.
>
> The identification of the planning function apart from the operation of programs and services does not imply that the professional people who are to carry out a program are to be divorced from its planning. Quite to the contrary, the initiative for program development should be expected to emerge from the professional staff engaged in rendering services to students. It is to say, however, that provision must be made for a function which is not subsumed under operating functions.
>
> Also included in this category of functions is institutional evaluation. Such evaluation is needed to indicate the extent to which the College is fulfilling its mission. From this function there should be reported the evidence on which it can be determined how effectively and how efficiently the College is in meeting the educational needs it is authorized to serve. (ACE Report page 28)

The above description of the functions of the Division of Planning and Development makes clear its role, especially in regard to fulfilling the philosophy of Florida Junior College:

> Recognizing the importance of the individual to the community in our democratic society as a whole, the Florida Junior College at Jacksonville seeks to help students into happier, more productive citizens by creating an environment which will awaken and develop their talents to the fullest. (1969-70 FJC College Bulletin, pp. 18-19)

Consequently, the purpose of the Division of Planning and Development is to assist in creating such an environment.

The following organizational chart depicts the functions of Planning and Development as represented by key persons in the operation.


Vice President for Planning and Development
Director of Institutional Research
Director of Physical Facilities Planning
Director of Special and Federal Grants

Job descriptions for these personnel are as follows:

JOB RESPONSIBILITIES OF THE VICE PRESIDENT FOR PLANNING AND DEVELOPMENT

1. Responsible to the President.

2. Coordinate planning activities with other vice presidents concerning the educational needs of the community and the resultant services and facilities required to meet the needs.

3. Develop appropriate instruction and procedures to provide guidance in the areas of Institutional Research, Special and Federal Grants and Physical Plant Planning, and assist in formulating general policies for the College.

4. Provide leadership in planning, organizing and developing the broad area of Planning and Development.

5. Supervise the divisions of Institutional Research, Special and Federal Grants, Physical Plant Planning and inform the President on all matters pertaining to these areas.

6. Serve as a member of the Central Administrative Staff.

7. Serve actively in the Florida Association of Public Junior Colleges, other state organizations for junior colleges, and the American Association of Junior Colleges.

8. Responsible for studies and reports as requested.

9. Perform such other duties as may be assigned by the President.

JOB RESPONSIBILITIES OF THE DIRECTOR OF INSTITUTIONAL RESEARCH

1. Responsible to the Vice President for Planning and Development.

2. Responsible for the area of Institutional Research.

3. Provide leadership and planning of service areas of the College.

4. Coordinate long-range planning and projections for the College.

5. Direct the evolvement of appropriate staff and educational services.

6. Provide leadership for building community awareness of the College.

7. Serve as a liaison of the College and various levels of government in securing necessary services and programs.

8. Exercise leadership in the development and provisions of consultative services.

9. Responsible for studies and reports as requested.

10. Perform such other duties as may be assigned by the Vice President for Planning and Development.

JOB RESPONSIBILITIES OF THE DIRECTOR OF PHYSICAL FACILITIES PLANNING

1. Responsible to the Vice President for Planning and Development.

2. Responsible for the planning and implementation of new construction.

3. Coordinate all activities which concern the broad aspects of capital outlay budgeting and facilities planning.

4. Consult with administrators and teaching faculty in developing criteria for facilities.

5. Coordinate and recommend approval of work of architectural engineering firms employed to prepare plans and specifications for the new facilities in accordance with approved criteria.

6. Develop standards for materials and methods to be used in the construction of facilities.

7. Investigate experience record and financial condition of prime contractors.

8. Inspect and recommend approval of change orders and progress payment and final approval of new construction.

9. Prepare plans and specifications for minor projects.

10. Consult with municipal, county and state agencies in planning of streets, roads and utilities services which may affect existing or future facilities.

11. Prepare estimates of project cost for budgets, bond proposals and other planning purposes as they relate to new construction.

12. Responsible for coordinating educational specifications and new construction.

13. Provide leadership in developing immediate and long-range building needs for the College.

14. Responsible for studies and reports as requested.

15. Perform such other duties as may be assigned by the Vice President for Planning and Development.

JOB RESPONSIBILITIES OF THE DIRECTOR OF SPECIAL AND FEDERAL GRANTS

1. Responsible to the Vice President for Planning and Development.

2. Responsible for the coordination of all Federal and philanthropic grants.

3. Responsible for collecting and coordinating information on all Federal projects.

4. Work with the faculty and administrators on the development, preparation and submission of Federal projects.

5. Coordinate the completion of all approved grants.

6. Survey all available literature involving Federal projects for community junior college education.

7. Provide leadership in informing faculty and administrators of funds available and in making application for the funds.

8. Responsible for studies and reports as requested.

9. Perform such other duties as may be assigned by the Vice President for Planning and Development.

OPERATIONAL PROCEDURES

Most planning activities of the Division of Planning and Development proceed within the framework of eight basic steps. These eight steps are briefly described on the PLANNING AND DEVELOPMENT OPERATIONAL PROCEDURE STEPS. (See next page.) Following is a brief clarification of each step.

PLANNING NEEDS DETERMINED: The recognition of educational and attendent needs as they arise is made by various members of the College community. The Division of Planning and Development has a formal responsibility for recognizing needs, as does the President's Staff. The President's Staff is composed of the President, the five Vice Presidents and the two Campus Provosts. Also, serving in an advisory capacity to the Division of Planning

CHANGE DECISION(S) IMPLEMENTED	CHANGE DECISION(S) EVALUATED
PRESIDENT and his STAFF assign the DECISION(S) to the APPROPRIATE ADMINISTRATIVE UNIT for IMPLEMENTATION	EVALUATION procedures, if appropriate, are executed by the IMPLEMENTING ADMINISTRATIVE UNIT which has at its disposal the RESOURCES of PLANNING and DEVELOPMENT. Based on EVALUATION, minor modifications will be implemented by the ADMINISTRATIVE UNIT after necessary approval obtained. OR, Evaluation may call for RE-STUDY.

and Development is an Advisory Council on Planning and Development. The Advisory Council is a large body (over thirty [30] members) representing various operational areas of the several campuses. Included on this council are five faculty members and five students in addition to administrative personnel. The Advisory Council meets monthly and serves to accomplish three activities: (1) To review and criticize proposed planning activities of the Division of Planning and Development; (2) To represent the total College in recognizing needs and identifying problem areas which need studying; and (3) To serve as a communications vehicle in disseminating information regarding the activities of the Division of Planning and Development.

STUDY PROJECT DESIGNED: The Planning and Development staff is basically responsible for designing study projects; however, the staff works closely with the President's Staff, Advisory Council and others in designing projects. Among those involved in this phase of the procedure should be several of the persons who will have part in conducting the study and/or in implementing the study. The Planning and Development staff is obligated to see that each design or prospectus for study has an appropriate format and includes specific objectives.

STUDY PROJECT APPROVED: When necessary, due to expenditure of funds, expenditure of staff time or other reasons, the President's Staff will approve study projects before they are under way.

STUDY PROJECT CONDUCTED: The Planning and Development staff is responsible for conducting or monitoring all studies. While the Planning and Development staff includes qualified

people to conduct studies, it is not sufficiently numerous to completely carry out such studies. If it were, this still would not be a very beneficial operational procedure. It is most important that those who may be involved in implementing final proposals or changes have a part in designing, as well as conducting studies.

CHANGE PROPOSALS DEVELOPED: At the conclusion of the study, proposals for change are developed by the Planning and Development staff working carefully with other groups. At this point, alternatives should be expressed, and a list of criteria should be developed against which alternatives may be selected. Moreover, at this point, a plan should be developed for evaluating the implementation of the alternatives.

CHANGE PROPOSALS APPROVED: As a part of the approval process, alternatives are selected. The Administrative Council is not involved in the approval of proposals unless basic policies are affected. In that case, this is the first body to which the proposals are presented. Of course, all proposals must be approved by the President's Staff and the President. Certain proposals must also have the approval of the Board of Trustees and, in some cases, State and Federal agencies. At this point, if a proposal is disapproved completely, the whole matter may be terminated; otherwise, if may be sent back to the second step for re-planning and re-study.

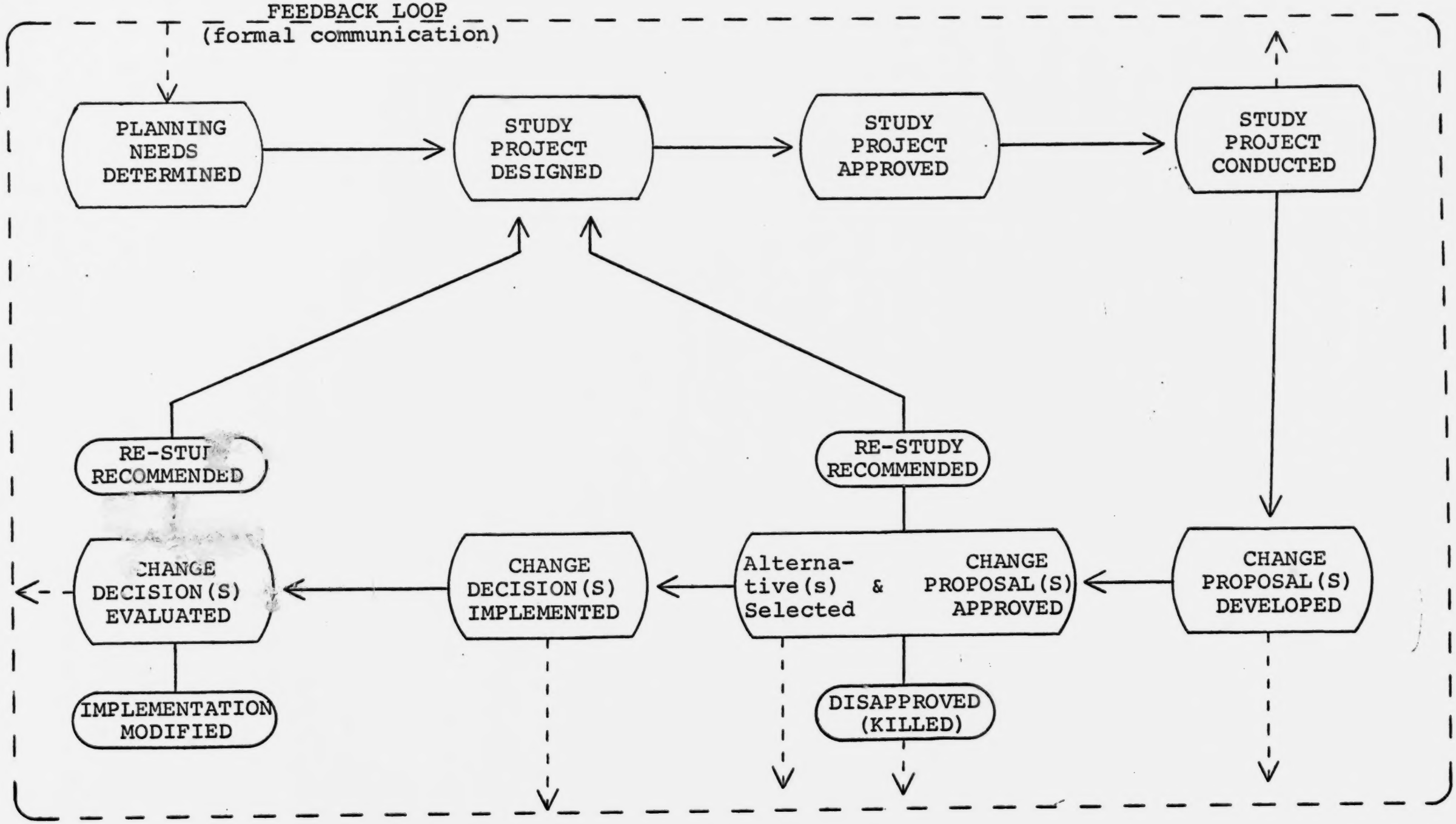
CHANGE DECISIONS IMPLEMENTED: The President and his staff assigns the decisions to be implemented to the appropriate administrative units. Hopefully, representatives of these administrative units will also participate in the designing

and conducting processes of the study. It seems to be quite inappropriate not to include prospective implementors in the entire change development process.

CHANGE DECISIONS EVALUATED: Evaluation procedures are executed by the implementing administrative unit which has at its disposal the resources of the Planning and Development Division. Of course, some decisions may be final, and there may be no opportunity to evaluate them in terms of modification. Based upon evaluation, it may be determined that (1) the implementation of the change decision is working out satisfactorily, (2) minor modifications should be made, or (3) the entire matter should be re-studied; at which point, it would go back to step number two (STUDY PROJECT DESIGNED). There may be many minor modifications which can be made without obtaining approvals from any official body, or certain ones may be sent directly back to the President's Staff for approval. It is hoped that all decisions will be continually evaluated in order that the operation might maintain a dynamic status, i.e., always striving to improve services.

The Planning and Development OPERATIONAL PROCEDURE STEPS listed above should always be followed in an orderly progression from step number one through step number eight. The Planning and Development OPERATIONAL PROCEDURE MODEL (see next page) illustrates this orderly progression through the steps. It should be noted that an activity may proceed successfully through step five (CHANGE PROPOSALS DEVELOPED), but at step six (CHANGE PROPOSAL APPROVED) it may be returned to step two (STUDY PROJECT DESIGNED). If this be the case, the activity should accommodate

PLANNING AND DEVELOPMENT
OPERATIONAL PROCEDURE
MODEL



itself to the orderly procedure and advance again from step two to step six.

Whether or not a project advances successfully through step six the first time, it may be confronted with difficulties at step eight (CHANGE DECISIONS EVALUATED). If, after proper evaluation, the project should be re-studied and subsequently sent back to step two; then, as described above, the project should conform to the orderly progression via the OPERATIONAL PROCEDURE STEPS.

Feedback of communications is highly important in the successful operation of the Division of Planning and Development. The feedback loop for formal communication is illustrated on the PLANNING AND DEVELOPMENT OPERATIONAL PROCEDURE MODEL as the dotted line enclosing the model. It may be noted that formal communication is made to those who recognize the need, especially the Advisory Council, at several points along the steps procedure. As the study is being conducted and when change proposals are developed, these activities are communicated to the Advisory Council and others. The outcome of the approval stage of the proposed changes is communicated as well as notification of implementation and outcomes of evaluation.

An effort has been made to design an all-encompassing framework within which the activities of the Division of Planning and Development operate. Although one would quickly recognize that many small projects may not appear to proceed through all eight Operational Procedure Steps; nevertheless, as indicated earlier, only step number two (STUDY PROJECT APPROVED) may ever be eliminated completely.

For example, study needs may be determined quite informally (PLANNING NEEDS DETERMINED), and the creation of an ad hoc committee and the establishment of its functions may complete the study designing step (STUDY PROJECT DESIGNED). When the ad hoc committee meets (STUDY PROJECT CONDUCTED), final proposals may be developed (CHANGE PROPOSALS DEVELOPED) for submission to the appropriate body for approval. Of course, at that point, the project may take various courses as it proceeds orderly through the steps as illustrated by the OPERATIONAL PROCEDURE MODEL. Regardless of the magnitude or scope of any given project, it should follow an orderly progression via the OPERATIONAL PROCEDURE STEPS.

The Planning and Development staff earnestly desires that the above-stated operational procedure explanations will assist those persons who join with the staff in cooperative efforts relative to functioning within the procedural framework. Moreover, it is the intent of the staff that the implementation of the operational procedures will result in increased efficiency with respect to the day-to-day, on-going operational activities of the Division of Planning and Development.

PLANNING NEEDS DETERMINED	STUDY PROJECT DESIGNED	STUDY PROJECT APPROVED
PLANNING and DEVELOPMENT STAFF, PRESIDENT'S STAFF, ADVISORY COUNCIL, and OTHERS recognize NEEDS. ALL should communicate to Planning and Development.	PLANNING and DEVELOPMENT STAFF, working with PRESIDENT'S STAFF, ADVISORY COUNCIL, and OTHERS, DESIGNS the STUDY PROJECT which MUST INCLUDE OBJECTIVES.	PRESIDENT'S STAFF APPROVES the STUDY PROJECT.

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)PERATIONAL PROCEDURE
STEPS

STUDY PROJECT CONDUCTED	CHANGE PROPOSAL(S) DEVELOPED	CHANGE PROPOSAL(S) APPROVED (Alternatives Selected)
PLANNING and DEVELOPMENT STAFF, working with TASK FORCES developed by President's Staff which report to Planning and Development, CONDUCTS the study.	PLANNING and DEVELOPMENT STAFF, working with PRESIDENT'S STAFF and OTHERS (Task Forces, etc.) develops PROPOSAL(S) which may include ALTERNATIVES with CRITERIA FOR SELECTION and a PLAN FOR EVALUATION.	If POLICY change is involved, ADMINISTRATIVE COUNCIL approves first. PRESIDENT'S STAFF and PRESIDENT must always approve. Then, if necessary BOARD OF TRUSTEES approves. Then, if necessary STATE or FEDERAL agencies approve. If DISAPPROVED, the matter is TERMINATED. OR sent back to Planning and Development for RE-PLANNING and RE-STUDY.